

Executive Summary

The Waukesha-Ozaukee-Washington Workforce Development Board (WOWWDB) participated in three planning workshops from September through December 2019. The goal of this process was to engage the board in a participatory strategic planning and visioning process to develop a strategic framework for the next 3+ years.

The scope of this project was to support the WOWWDB in the development of a plan that resulted in a strategic roadmap for the organization to preserve its vitality and provide a competitive edge moving forward.

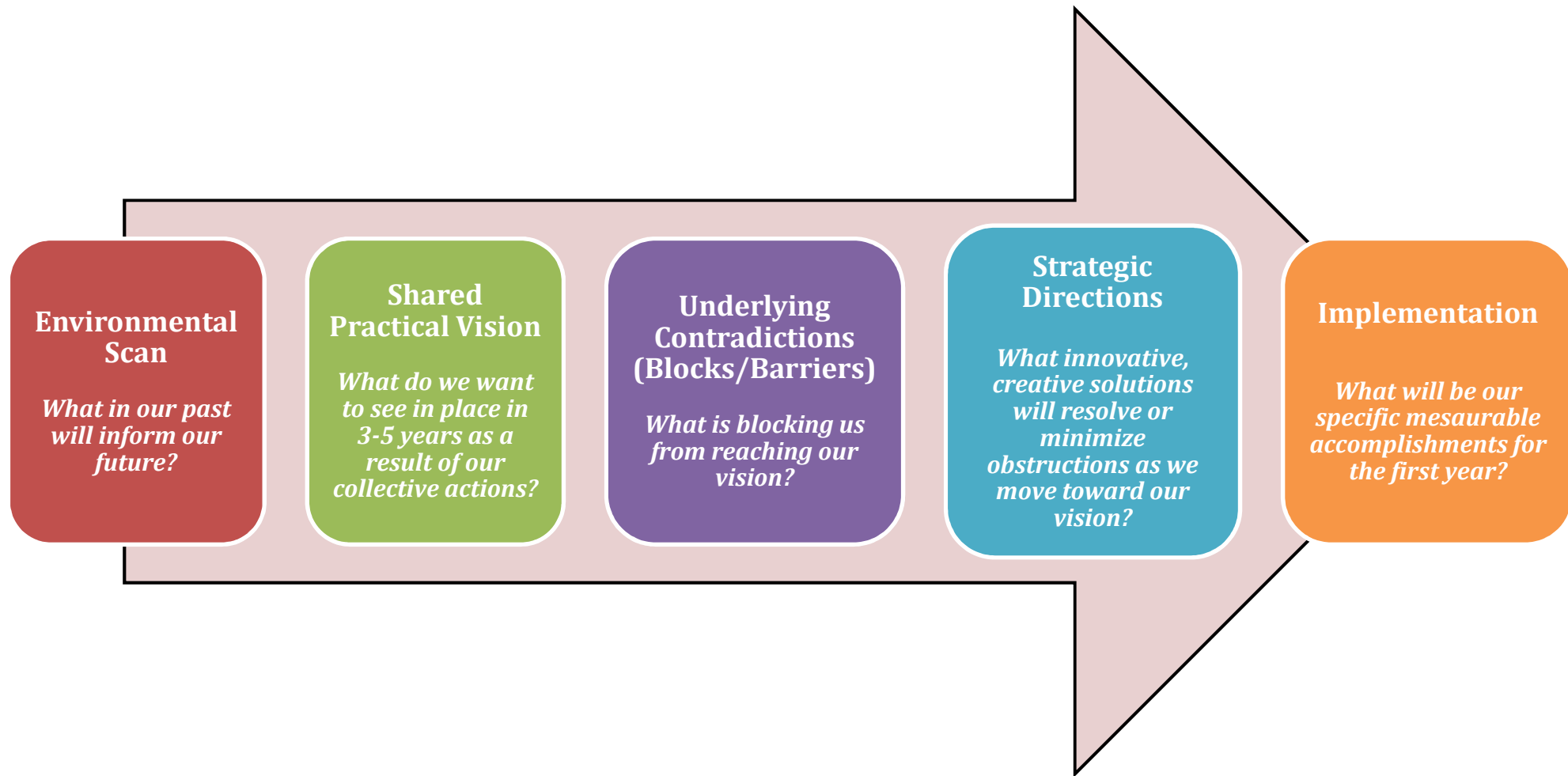
This project brought together leadership staff (Laura Catherman) and board of directors (BOD) in a facilitated, inclusive process to jointly develop the plan (the strategic planning team). The outcome of the project included a comprehensive strategic plan with identified strategic priorities and action steps toward implementation.

This unique strategic planning process provided the opportunity for the BOD and leadership staff to work closely together, continue to build relationships, and develop a strong partnership which will lead to success during implementation. Most importantly, this process gave the board time to jointly reflect on the past and develop future goals together. This report contains a summary of each workshop and the 12-month action plan. The four overarching strategic directions that were developed through this process will provide focus for the organization to help them achieve their shared practical vision.

Overarching Focus Question

How can the Waukesha-Ozaukee-Washington Workforce Development board strategically grow and thrive to advance the economic well-being of the region by developing and maintaining a quality workforce?

The process that guided the development of the strategic plan included...



WOW Workforce Development Board Strategic Directions

Leveraging partnerships to better serve our clients

Expanding organizational capacity to increase impact

Creating a clear message of who we are

Increasing self-service access to demand driven workforce development resources

These 4 overarching strategic directions will help us achieve our Shared Practical Vision which includes...

- Utilize Technology to provide modern and real-time customer solutions
- Develop comprehensive marketing programs for ALL clients
- Prepare and inform future workforce for career readiness
- Data-Driven Decision Making to support Workforce Programs
- Address barriers to workforce well-being
- Investigate revenue streams to supplement federal funding for programs
- Leverage regional partnership for effective workforce collaboration
- Ensure access to match workforce needs with diverse demographics
- Educate and provide resources to employers

WOW WDB 2020 12-month implementation calendar

The WOW Workforce Development Board					
	Quarter 1 Jan-March 2020	Quarter 2 April-June 2020	Quarter 3 July-Sept. 2020	Quarter 4 Oct.-Dec. 2020	Year 2 2021
<p>1. Leveraging partnerships to better serve our clients</p> <p><i>As the WOW WDB identified future opportunities and reflected on past success, partnerships continued to be in the forefront of the conversation.</i></p> <p><i>Strategically examining and expanding key partnerships will be critical to the future of the WOW WDB. Cultivating key partnerships will help reduce duplication in the system and maximize scarce resources.</i></p> <p><i>Measures of success may include:</i></p> <ul style="list-style-type: none"> <i>Develop indicators to measure what a successful and quality partnership looks like and how to measure that success.</i> 	<p>Complete stakeholder mapping to understand the partnership landscape.</p> <p>Lead: <i>Laura (Board review/feedback provided)</i></p>	<p>Develop criteria for defining what an effective partnership looks like. Include indicators to measure a “successful” partnership.</p> <p>Lead: <i>Laura + Board Ad-Hoc Committee</i></p>	<p>Using the criteria (and other tools), identify and prioritize key partners.</p> <p>Lead: <i>Laura + Board Ad-Hoc Committee</i></p>	<p>Develop engagement strategy for key partners identified.</p> <p>Lead: <i>Laura (Board review/feedback provided)</i></p>	<p>Roll out partner engagement strategy.</p>

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<p>2. Creating a clear message of who we are</p> <p><i>Brand confusion was a key theme throughout strategic planning.</i></p> <p><i>Clearly communicating who the WOW WDB is and what you do will increase opportunities for all of your clients; both employers and employees.</i></p> <p><i>WOW WDB would like to be the “go to organization” for employers and employees.</i></p> <p><i>Articulating who you are and what you do well is first step in that journey.</i></p> <p><i>Making sure that there is a clear understanding internally and externally are the first steps.</i></p> <p><i>Measures of success may include:</i></p> <ul style="list-style-type: none"> • <i>Every member of WOWWDB board can succinctly explain who we are and what we do (30-second elevator speech)</i> • <i>Stories are captured and shared</i> • <i>Resources are identified to hire an outside marketing firm in Y2. (consider...)</i> 			<p>Conduct board education to ensure all board members understand what we do and can tell our story.</p> <p>Educate board on mandated functions of WDB and their related tasks.</p> <p>Embed this training and education into the WDB on-boarding process.</p> <p>Lead: <i>Laura + Board</i></p>	<p>Develop talking points and/or infographic to ensure consistent messaging.</p> <p>Lead: <i>Laura + Board Ad-Hoc Committee (possibly outside resources)</i></p>	<p>Develop a communications plan (end of 2020/beginning 2021). Include indicators of success in development of communication plan.</p> <p>Determine what types of stories and messages will resonate with our intended audiences.</p> <p>Lead: <i>Laura + Board Ad-Hoc Committee (possibly outside resources)</i></p>

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<p>3. Expanding organizational capacity to increase impact</p> <p><i>Funding has significantly decreased over the past few years and organizational structures have changed within the organization.</i></p> <p><i>However, compliance and regulatory burdens continue to increase.</i></p> <p><i>How can organizational capacity increase to strengthen impact on our clients? This strategic direction is focused solely on answering that question.</i></p> <p><i>Measures of success may include:</i></p> <ul style="list-style-type: none"> • Increased resources for administrative functions • Key partners are identified to offload some burden • New funding sources are identified, analyzed, and acquired. 	<p>Review board committee structure and meeting format (agenda) to increase meeting participation and board engagement as measured by end of year annual board survey.</p> <p>Clear the way for ad-hoc committees to form. Outline potential upcoming ad-hoc committee opportunities and potential commitment.</p> <p>Lead: <i>Laura (Executive Committee to review/feedback provided- then full board)</i></p>	<p>Evaluate WDB tasks for potential to outsource.</p> <p>Identify funding and/or resources in budget for outsourcing.</p> <p>Lead: <i>Laura + Board feedback</i></p>		<p>Examine other funding sources. Use this data to prepare for 2021 budget.</p> <p>Lead: <i>Laura + Board</i></p>	

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<p>4. Increasing self-service access to demand driven workforce development resources</p> <p><i>Preparing and informing future workforce for career readiness and matching workforce needs (employers) are the key to the success for the WOWWDB.</i></p> <p><i>With limited resources, the team identified utilizing technology to deliver workforce development resources as a key driver to success.</i></p> <p><i>The strategy focuses on identifying the right resources and delivering them in a way that maximizes access and recognizes advances in technology.</i></p> <p><i>Measures of success may include:</i></p> <ul style="list-style-type: none"> • Best practices have been identified and benchmarked • Library of on-demand resources has been developed • Baseline utilization of the on-demand resources is measured and monitored • Web traffic has increased by x% 			<p>Benchmark other workforce development comparables.</p> <p>Identify capacity and/or constraints capabilities for website and/or technology.</p> <p>Lead: <i>Laura + Board</i></p>	<p>Survey clients to understand their needs.</p> <p>Identify resources that might be most impactful on-line.</p> <p>Lead: <i>Laura + Board</i></p>	<p>Develop rollout of online resources.</p> <p>Implement rollout of online resources.</p>